

Does your community understand the economic value of attracting newcomers? Retirees? Do you want to learn how one small city spends \$55,000 per year and attracts \$27,140,000 in annual economic impact? Hear from Jeff Fleming, Assistant City Manager for Development in Kingsport, Tennessee (Population = 50,000 (City), 156,000 (County) and 310,000 (MSA). Kingsport is located on the Tennessee-Virginia border at I-81/I-26 one hour from Asheville, NC, 1 ½ hours from Knoxville/Smoky Mountains, and 2 ½ hours from Virginia Tech



Kingsport, Tennessee

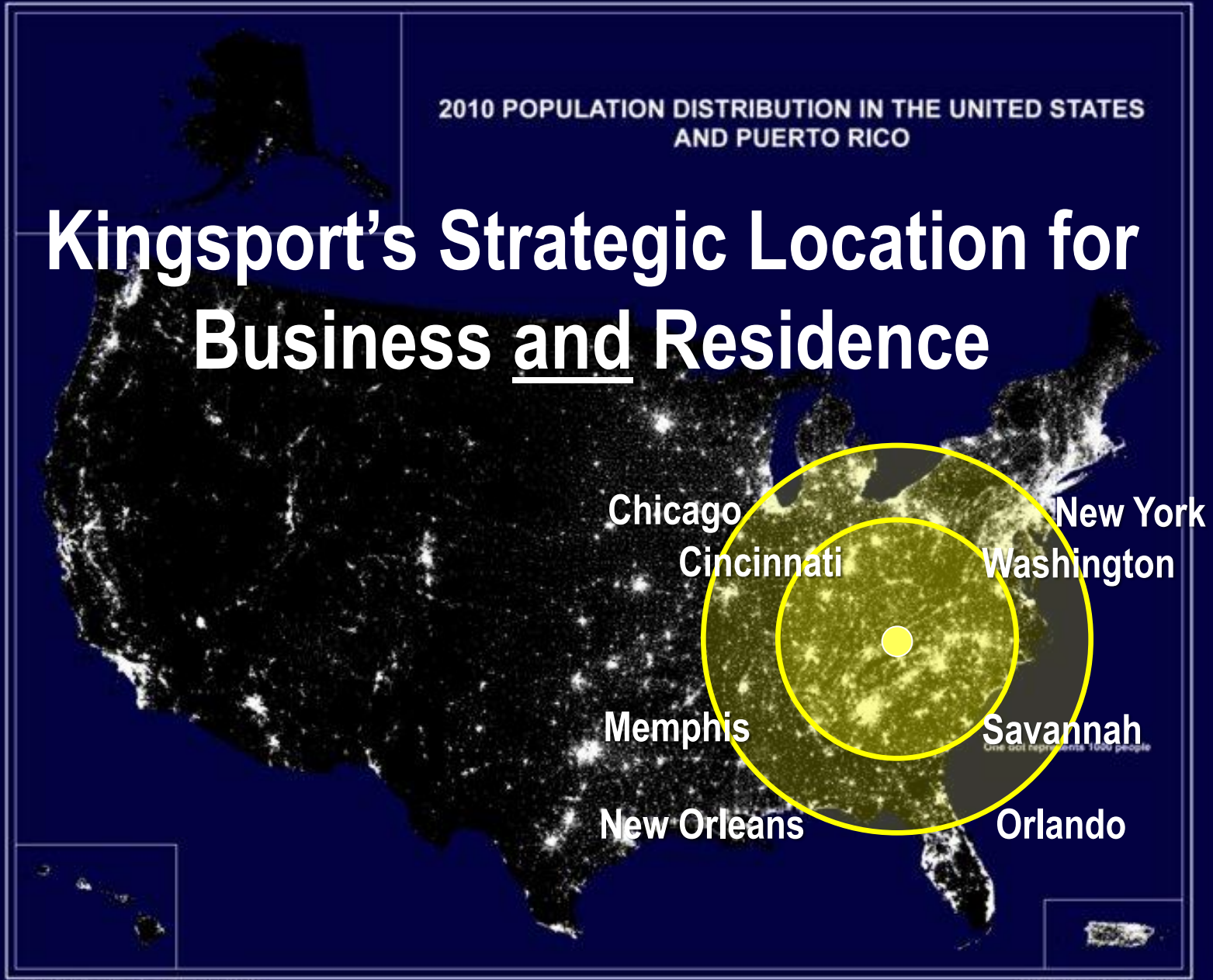


Jeff Fleming, AICP
Assistant City Manager for Development
JeffFleming@KingsportTN.gov

www.facebook.com/jeff.fleming.kingsport

2010 POPULATION DISTRIBUTION IN THE UNITED STATES
AND PUERTO RICO

Kingsport's Strategic Location for Business and Residence



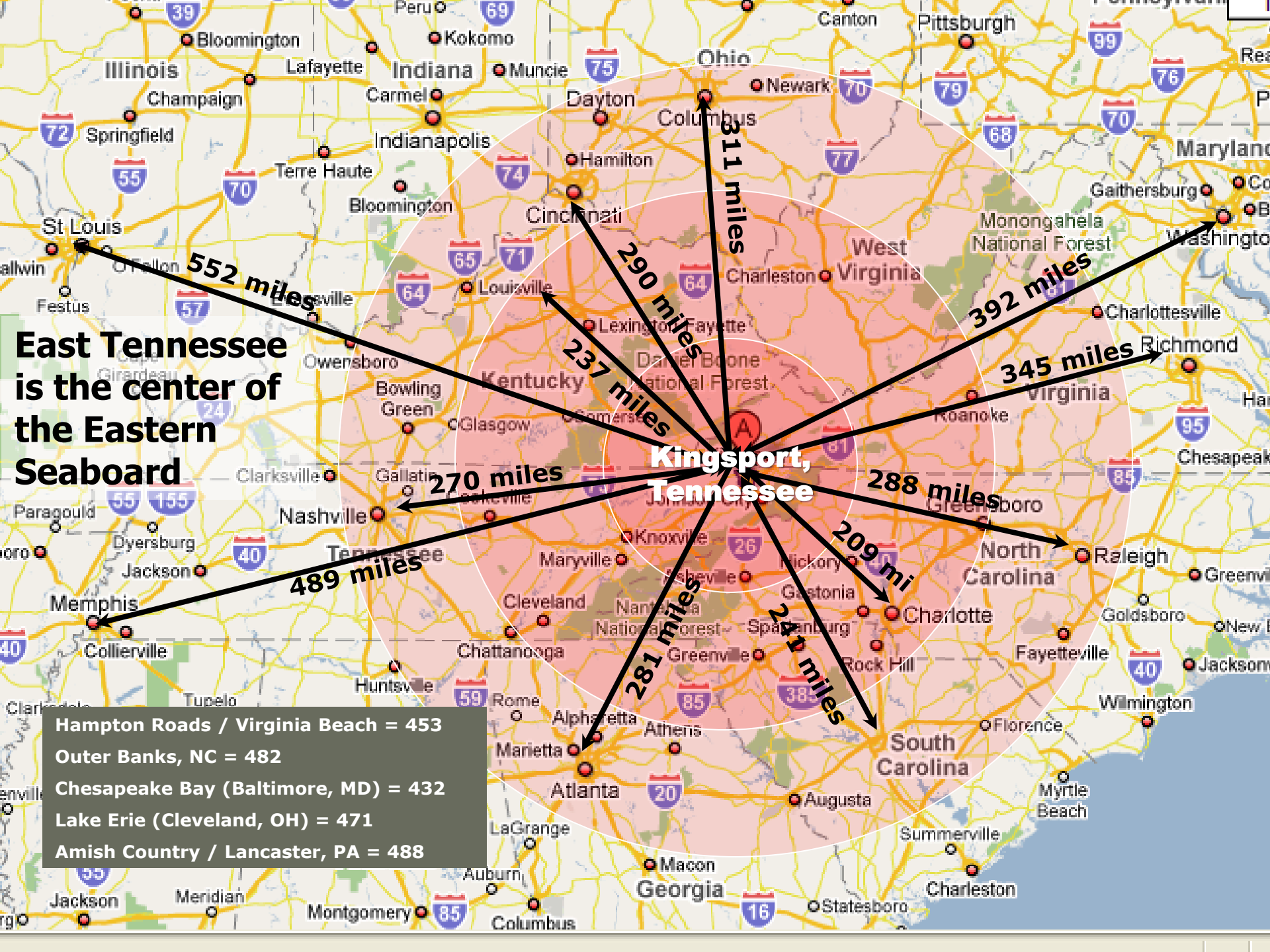
What if there were a place...

- ▶ Where the hottest summer days were like Minneapolis, but the winter snowfall was 34 inches less?
- ▶ Where the annual high and low temperatures were like San Francisco (minus the faultline)?
- ▶ Where the average winter days were like Atlanta, but the summers had 35 fewer sweltering 90+ degree days?
- ▶ Where the number of 90+ degree days were half that of Denver (and the winters had 45 fewer inches of snowfall)?
- ▶ Where lush green vegetation was naturally maintained by rainfall amounts comparable to the Pacific Northwest?
- ▶ Where nature's beauty unfolded in four balanced seasons?
- ▶ And what if that place's natural watershed scored a perfect 100?
- ▶ And what if that place were equidistant from every major metropolitan market in the eastern United States?
- ▶ Oh, and did I mention it is consistently one of the most affordable places to live?
- ▶ Mix in some of the nicest, most accommodating people in the world...

And you have Kingsport, Tennessee ... it very well could be your perfect place!

East Tennessee is the center of the Eastern Seaboard

Hampton Roads / Virginia Beach = 453
Outer Banks, NC = 482
Chesapeake Bay (Baltimore, MD) = 432
Lake Erie (Cleveland, OH) = 471
Amish Country / Lancaster, PA = 488



Kingsport

is the largest city in
Tennessee's
5th Largest Metro



Nashville-Murfreesboro-Franklin, TN	1,593,050
Memphis, TN-MS-AR	1,316,579
Knoxville, TN	699,180
Chattanooga, TN-GA	530,205
Kingsport, TN-VA	310,695
Clarksville, TN-KY	274,695
Johnson City, TN	198,974
Morristown, TN	136,787
Cleveland, TN	115,716
Jackson, TN	114,241
Cookeville, TN	105,761
Tullahoma, TN	100,447
Sevierville-Pigeon Forge-Gatlinburg, TN	90,072

Census Bureau, Metropolitan Statistical Area: 2010 ACS 1-year

Knoxville, TN	699,180
Greenville, SC	638,576
Chattanooga, TN-GA	530,205
Asheville, NC	422,752
Kingsport, TN-VA	310,695
Roanoke, VA	308,893
Charleston, WV	304,571
Spartanburg, SC	284,713
Charlottesville, VA	199,776
Johnson City, TN	198,974
Anderson (Clemson) , SC	187,269
Blacksburg (Virginia Tech)	161,768

Census Bureau, Metropolitan Statistical Area: 2010 ACS 1-year

Kingsport is...
the largest city in the
5th Largest Metro in
America's
Mountain South



Kingsport's settlement pre-dates the State of Tennessee by 35 years

1761 - British Fort Robinson (later taken by U.S. and renamed Fort Patrick Henry)

1779 - Sullivan County, NC (later TN) formally established

1784-1789 The Lost State of Franklin

1796 - Tennessee statehood from North Carolina

1822 - "Old" Kingsport incorporated

1861-1865 - American Civil War

1917 - "New" Kingsport incorporated (nearly 100 years after "Old" Kingsport)

1967 - "Old" Kingsport annexed into "New" Kingsport

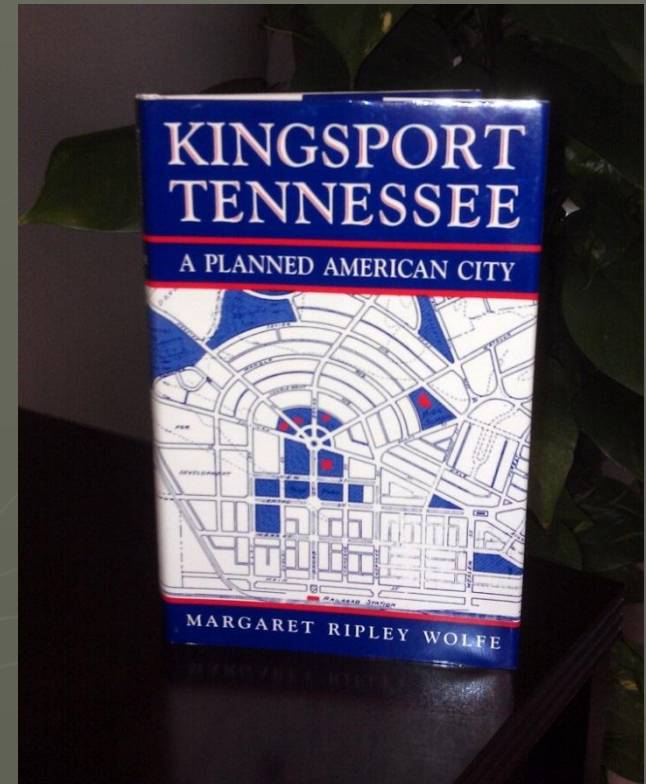
Kingsport, Tennessee: A Planned American City (1987)

"Plan to 'boom a town at Kingsport' "

Johnson City Comet
August 17, 1905

"This would mean that Kingsport is to arise from a small country town, located at the intersection of the North and South forks of the Holston River, to become one of the most important manufacturing and business towns in the state of Tennessee"

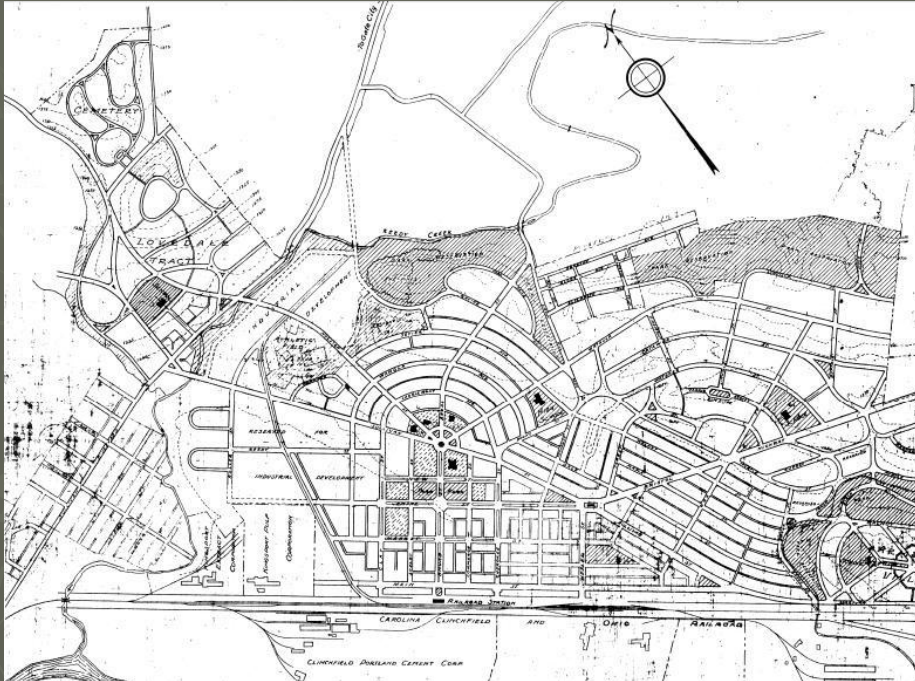
Johnson City Comet
August 24, 1905



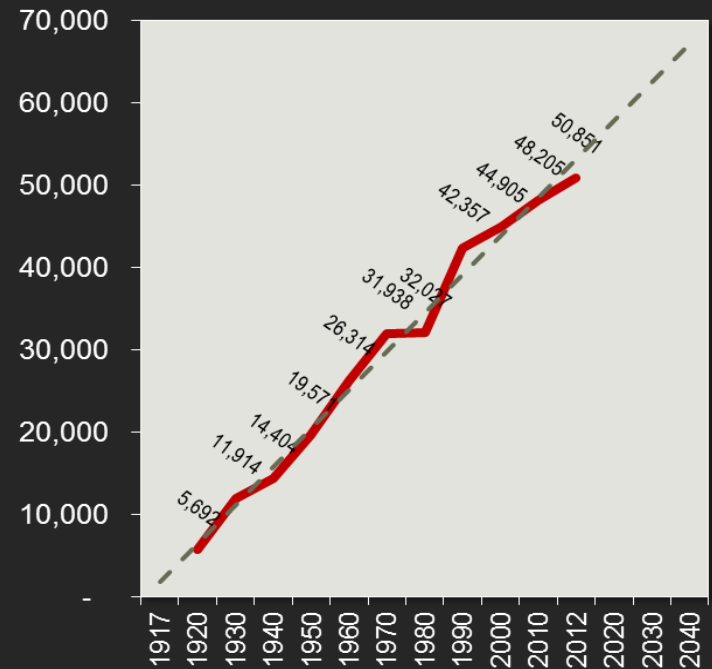
"The Kingsport Spirit"

"Were I to undertake to define the spirit underlying every step in the growth of Kingsport, from the days of its humblest beginning until now, I could not avoid the assertion that the spirit...is one of mutual helpfulness and a willingness to submerge selfish interest..."

~ J. Fred Johnson, 1937



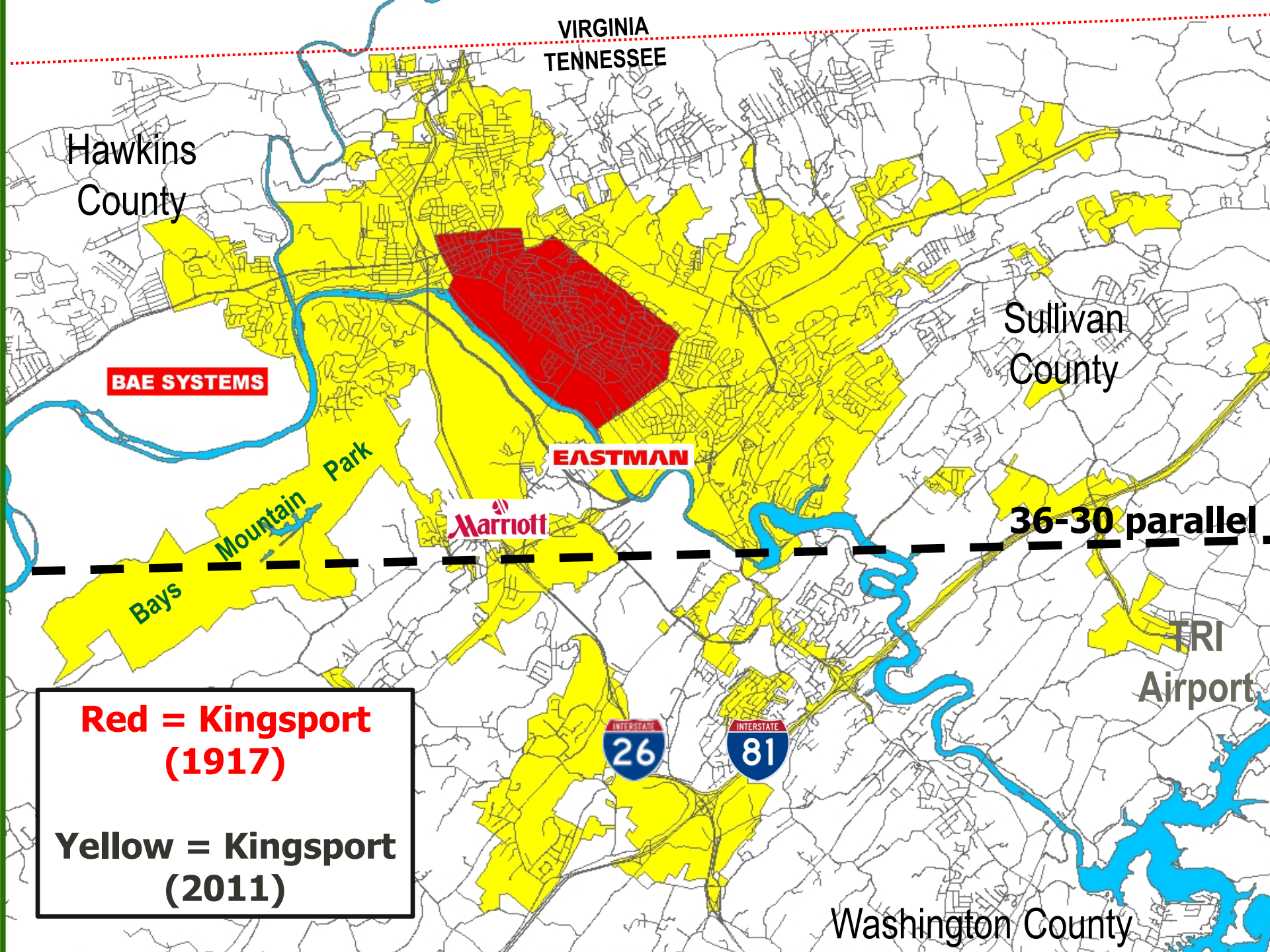
City of Kingsport, Tennessee Incorporated Population



GENERAL MAP of KINGSPORT TENNESSEE

COMPILED IN THE OFFICE OF
JOHN NOLEN CITY PLANNER
HARVARD SQ. CAMBRIDGE MASS.
1919

To Bristol



VIRGINIA
TENNESSEE

Hawkins
County

BAE SYSTEMS

Sullivan
County

EASTMAN

Marriott

36-30 parallel

TRI
Airport

Red = Kingsport
(1917)

Yellow = Kingsport
(2011)

Washington County

Where We Were

The 1999 Economic Summit

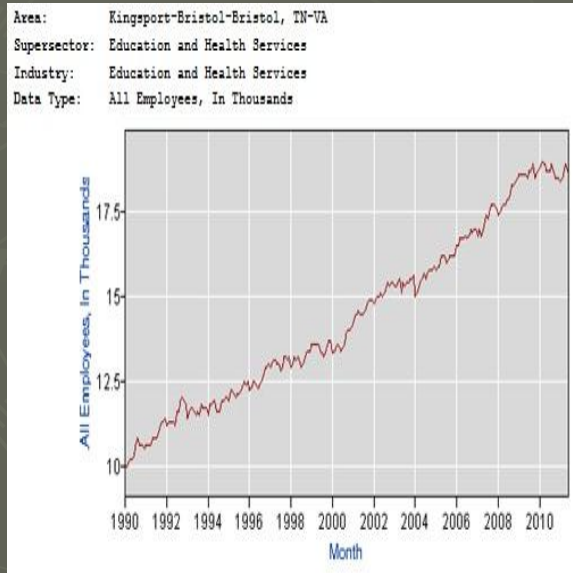
Economy in Transition

Transitioned from 'working hard' to
'working smart'

Higher Ed = Hired

2010 Employees By Occupation	Count	
"White Collar" Employees	32,038	53.4%
Administrative Support Workers	9,705	16.2%
Executive Managers & Administrators	6,146	10.3%
Professional Specialty Occupations	7,547	12.6%
"Blue Collar" Employees	27,914	46.6%
Other Services Site Based	8,398	14.0%
Precision Craft & Repair	6,189	10.3%

EDUCATION & HEALTHCARE JOBS



MANUFACTURING JOBS



Six Major Non-Traditional Economic Development Initiatives

• **Higher Education** (Educate & Grow)

- Recruit people (educated with income)
 - Retail amenities
 - Accessibility (airport)
 - Quality of life amenities
 - Commitment to education
- Small business & entrepreneurs
- Leisure/hospitality/sports tourism
- Redevelopment / Sustainability
- Public arts, sculpture, music, cultural amenities



Church Circle



Kingsport Academic Village brings 2,100 students downtown

Then and Now	1999 Summit	2010 ACS 5-Yr
College degree or higher	18%	32%
Median age	42.3	43.7
Over 65	21%	20%
Median Family Income	\$30,279	\$51,826

Harvard recognizes city's efforts to spur education

Most residents already consider Kingsport a special place. All the same, it's gratifying that the city has been identified by Harvard University as creating some of the most innovative education initiatives in the nation.

This week in Washington, D.C., the Ash Institute for Democratic Governance and Innovation at the John F. Kennedy School of Government, Harvard University honored Kingsport as one of only six winners of the 2010 Innovations in American Government Awards.

The prestigious award is a recognition from one of the top universities in the nation of Kingsport's years of work in promoting and advancing higher education — from the Educate and Grow program, to the newly opened Kingsport Center for Higher Education, to the idea of creating an Academic Village in downtown Kingsport.

As Mayor Dennis Phillips noted, the incredible accomplishment will "draw attention to not only Kingsport, but

TENNESSEE News

Price 75 Cents



94th Year, Number 271

Haslam says 'Educate and Grow' could go statewide

■ 'Educate and Grow' scholarship program allows every high school graduate who



HASLAM

standards to attend four

The program, funded by city and county taxpayers, allows every high school graduate who meets entrance requirements and minimum academic standards to attend four

Education a family affair for Church Hill foursome

■ 'As long as you're willing to learn, you will learn here.'

— Troy Christian

By RICK WAGNER
rwagner@timesnews.net

KINGSPORT — When it comes to the Kingsport Center for Higher Education, the Christian family of Church Hill is keeping it all in the family.

Dad Troy Christian, mom Teresa,



and professors and among students.

"They're really here to help us learn," Teresa said of the professors, including her anatomy professor, whom she talked with as he came through a hall at the center during the family's recent interview. "You're about get to know everybody in your classroom by the end of the semester on a personal level."

Of the Christians:

• Troy has worked at Domtar for about four years. About three years

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- Public arts, sculpture, music, cultural amenities



Church Circle

More than 75% of workforce in establishments with <9 employees



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2010	Count	%
1-4 Employees	1,381	56.4%
5-9 Employees	472	19.3%
10-19 Employees	290	11.8%
20-49 Employees	181	7.4%
50-99 Employees	75	3.1%
100-249 Employees	36	1.5%
250-499 Employees	8	0.3%
500-999 Employees	3	0.1%
1,000+ Employees	4	0.2%

[CNNMoney.com](#) > [Small Business](#) > [Best Places to Launch](#)

BEST PLACES TO LAUNCH

The best metro areas for small business startups

2009 ▾

Full List

Near You

Find Loans

Business Climate

Costs

Fastest small business growth

Educated workers

Low crime

High income

Growing economy

Fastest small business growth

In these metro areas, the number of small businesses -- companies with fewer than 50 employees -- grew fast from 2004-2007.

FASTEST GROWTH

SLOWEST GROWTH

Rank	Metro area	Small business growth rate	# of small businesses (1-49 employees)
1	Kingsport, TN	43.7%	6,087
2	St. George, UT	29.8%	4,224
3	Provo, UT	23.0%	10,525
4	Bend, OR	22.6%	6,554
5	Palm Coast, FL	22.4%	1,888

Best Places Winners


 Show: [All 50](#) [Top Large Places](#) [Top Midsize](#) [Top Small](#)

Top 25 Lists

[Small business growth](#)
[College-educated workers](#)

ScanSnap



FUJITSU

Find your law

Do you prefer a place is:

The factors that matter most to me are:

☐ Affordable wage

☐ Educated workers

☐ Low crime

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Church Circle



I-26 Gateway
Leisure, Hospitality, Professional, Medical



**\$127,645,200 in
spin-off private
taxable investments**

(1998-2011 Sullivan Co Public Tax Records)



**The 1 year increase from 2008-2009 (\$22,576,400)
was greater than the total property value in 1998**



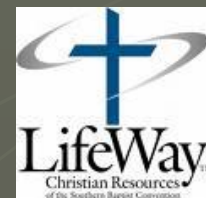
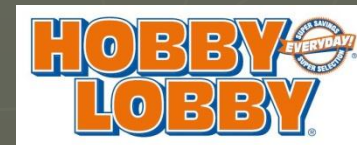
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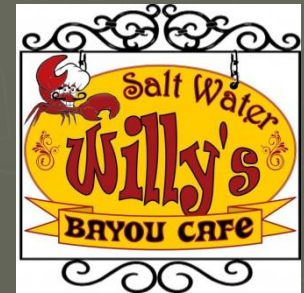


Broad Street Redevelopment
Concept Plan 2001

Since 2005, all of these
have located on a
redeveloped site



Kingsport has the largest concentration of thriving locally-owned restaurants whose sales and popularity only seem to grow as each national franchise opens

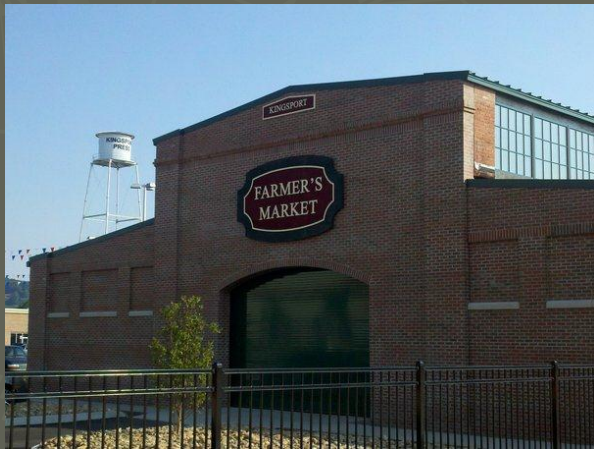


Downtown Kingsport Renaissance

\$114.9 million appraised value

\$41.7 million in private taxable
investment (1998-2011)

Excluding public/semi-public
non-taxable investment (an
additional \$129,000,000)



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Church Circle



OFFICIAL RELOCATION GUIDE

THE FACTS

CAREERS

FAMILIES

HOMES

ACTIVITIES

What Are You Looking For?

SEARCH

[CONTACT US](#) - or - Call 423-392-



MEET OUR NEIGHBORS - Select an image and we'll introduce you to some of those who call Kingsport their new home.

2008 Best Walking City

- Walk Magazine



**A community like no other
... and we'll prove it!**

Sign the Guestbook and we'll get started to help you [FIND A JOB](#), [FIND A HOME](#) and discover a new life in Tennessee's bright spot.

Get Started Now



Tennessee's Bright Spot

Offering a dynamic combination of pristine beauty and cutting-edge technology, the city of Kingsport is a beacon of hospitality in an

Kingsport Just For You...

Select a preference below for custom information related to your interests in our community. It's Kingsport just for you...

Top Destinations - Must See

Ride The Bus!

It's almost as good as being there yourself. Ride the Downtown Kingsport Tour Bus with Chad



*You've got
Connections!*

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Tri-Cities Regional Airport



a world-class airport - right here at home

Summer 2012

ROUNDRIP

New York \$260	Chicago \$340
Miami or Ft Lauderdale \$260	Denver \$350
Tampa \$270	Providence \$390
Houston \$280	Minneapolis \$410
Orlando \$290	Seattle \$450
Dallas \$310	Santa Ana \$470

**Direct flights to
4 Cities:**

**Atlanta
Charlotte
Orlando
St. Pete/Clearwater**

**Closest Neighboring Airports:
Asheville (90 miles)
Knoxville (112 miles)**

Variety of Housing Choices

updated April 25, 2012



1008 Wandering Dr (3672 sf)
Built: 1997, 5 BR 5 BA
\$349,900 (\$3,167 taxes/year)



1216 Tuscany Way (1928 sf)
Built: 2011, 3 BR 3 BA
\$254,900 (\$2,307 taxes/year)



1021 South Page Place (2983 sf)
Built: 1993, 4 BR 3 BA
\$339,900 (\$3,069 taxes/year)



2057 Falling Leaf Drive (3156 sf)
Built: 2011, 4 BR 3 BA
\$264,900 (\$2,398 taxes/year)

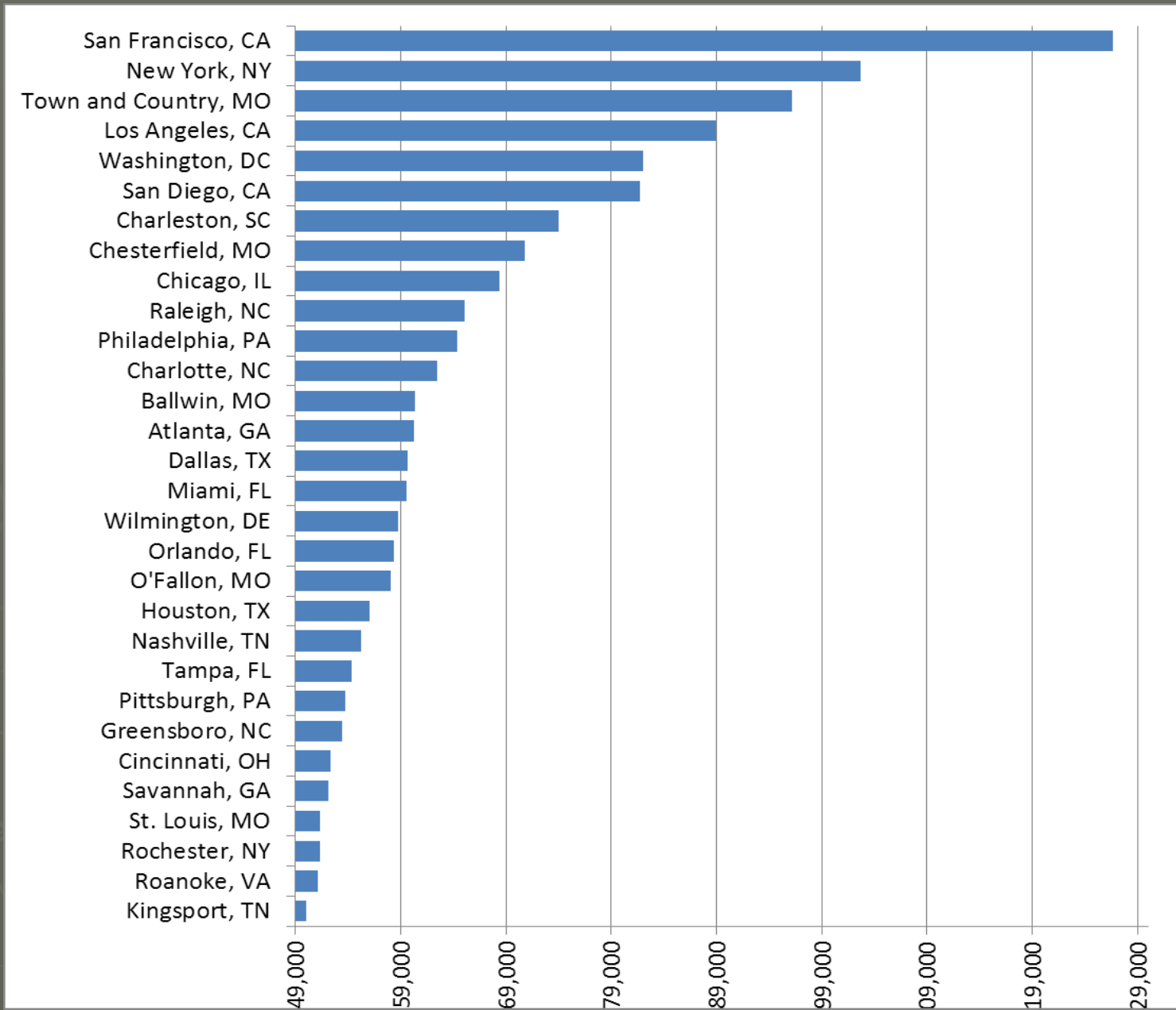


4236 Anchor Pointe Dr (3648 sf)
Built: 2003, 4 BR 4 BA
\$339,000 (\$3,069 taxes/year)



2911 Royal Mile Divide (3193 sf)
Built: 2011, 4 BR 3 BA
\$264,900 (\$2,398 taxes/year)

Equivalent Cost of Living for \$50,000 (bestplaces.net/col)





8th Best Place for Starting Over June 2011

- ▶ The Tri-Cities region of northeastern Tennessee and southwestern Virginia, in the Blue Ridge Mountains, was the birthplace of the country's earliest country-music recordings.
- ▶ **Kingsport also is making some bold moves to boost its economic fortunes by harnessing the education of its residents.** The city won accolades from both the National League of Cities and Harvard University for its city scholarship program.

Employer Profile

NO. 55

Eastman Chemical Co.

Kingsport, Tenn. [South Atlantic]

<http://www.eastman.com>

<http://www.eastman.com/Company/Careers/>

Why You Want to Work There

The newest employees at this chemical firm in Kingsport, Tenn., go through a formal yet flexible onboarding program. The employee's entire workgroup is involved, and the new hire is also paired with a mentor. As part of the development process, employees can work in various areas of the organization to build their experience, and interested employees are also given opportunities outside of IT, in areas such as manufacturing, to enhance their skills. An IT Development Club gives newer employees a better understanding of the organization, helps them identify career opportunities and network with others to develop business relationships. The club hosts informational speakers – usually top IT leaders – and social events where employees can enjoy activities such as bowling or hiking. **Fluid schedules** Flexible or alternate work arrangements include standard workweeks compressed into fewer than five eight-hour days. Many employees choose to work four nine-hour days and one four-hour day. The company also caters to diverse interests through clubs such as the Eastman Professional Development Club, International Club and various recreation clubs. An annual merit review process awards pay increases based on individual performance and an employee/team recognition directly links rewards and recognition to short-term employee contributions to business objectives.

Rank by company size

Medium, No. 15

EMPLOYEE STATISTICS

Total employees

8,633

Total IT employees

320



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Waconia, Minnesota

Only 30 minutes west of the Twin Cities, and it boasts an outdoor playground of natural beauty...plus a community indoor water park. The town is an especially friendly place to build a primary care practice in or near Minneapolis/St. Paul, then come home to this cozy settlement of 9,000 on the shores of Lake Waconia.



Medical. Economics®

SMARTER BUSINESS. BETTER PATIENT CARE.



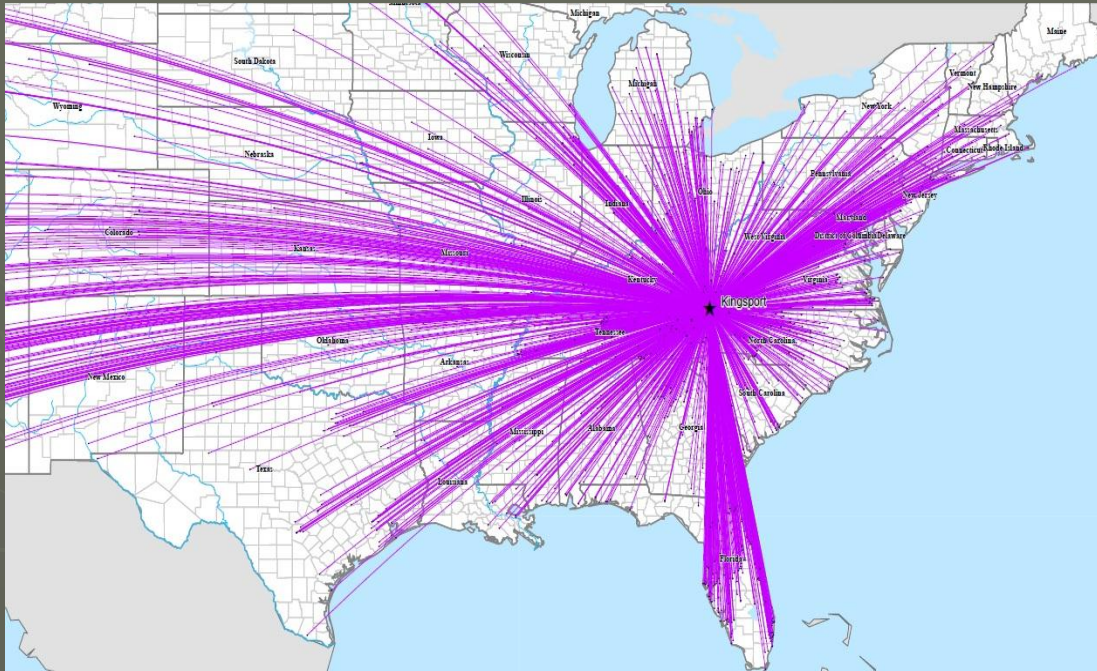
Kingsport, Tennessee

Recently named one of the best cities to practice medicine in America by

Medical Economics Magazine.

FY06-12

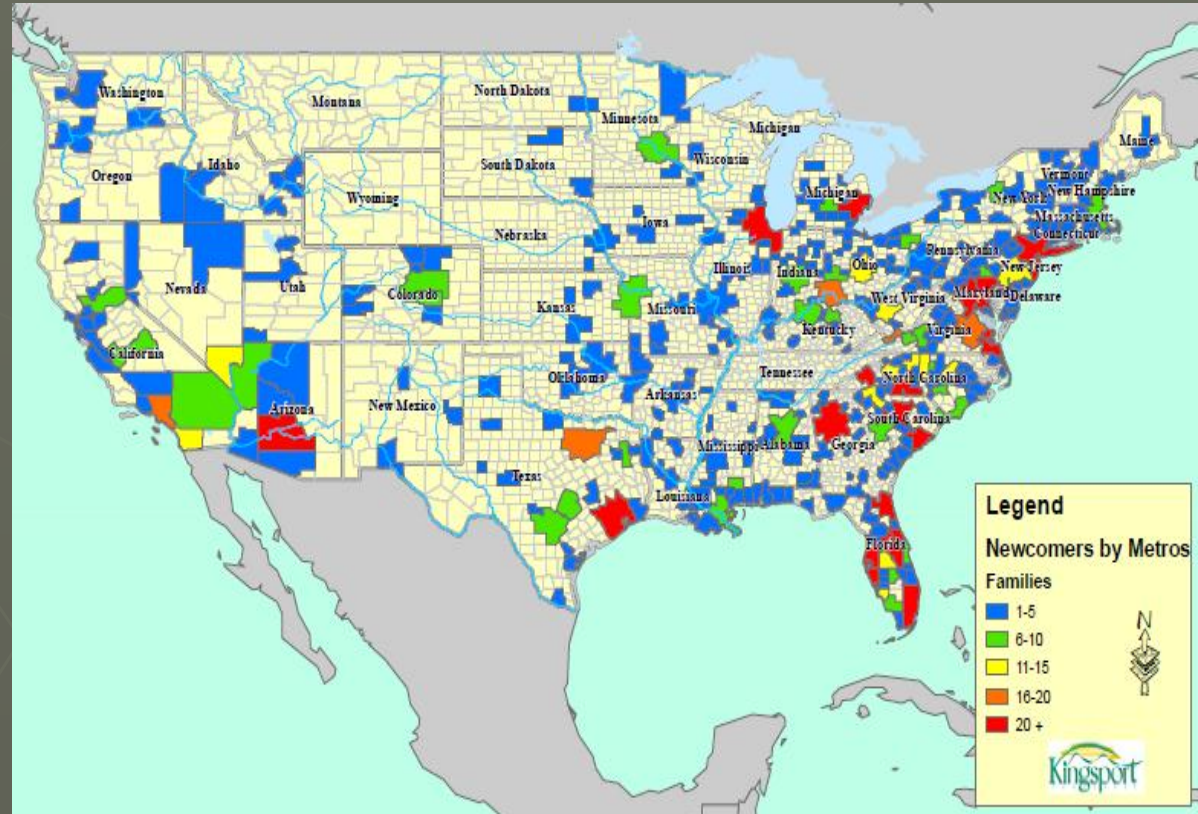
2,608 families from 49 states
& DC moved to Kingsport



1	VIRGINIA
2	FLORIDA
3	NORTH CAROLINA
4	GEORGIA
5	SOUTH CAROLINA
6	KENTUCKY
7	TEXAS
8	OHIO
9	CALIFORNIA
10	MICHIGAN
11	NEW YORK
12	MARYLAND
13	PENNSYLVANIA
14	ALABAMA
15	ILLINOIS
16	MISSISSIPPI
17	ARIZONA
18	INDIANA
19	WEST VIRGINIA
20	NEW JERSEY

Top Metros Moving to Kingsport FY06-FY12

1	Tampa Bay, FL
2	Washington, DC-VA-MD-WV
3	Atlanta, GA
4	Miami-Ft Lauderdale, FL
5	New York-Northern NJ
6	Asheville, NC
7	Charlotte, NC-SC
8	Orlando, FL
9	Va Beach-Norfolk, VA-NC
10	Deltona-Daytona, FL
11	Detroit, MI
12	Chicago, IL-IN-WI
13	Houston, TX
14	Baltimore, MD
15	Charleston, SC
16	Phoenix, AZ
17	Jacksonville, FL
18	Sarasota-Bradenton, FL
19	Columbia, SC
20	Dallas-Fort Worth, TX
21	Cincinnati, OH-KY-IN



Buxton analysis of in-migrants to Kingsport

Primary: "Stable Careers"

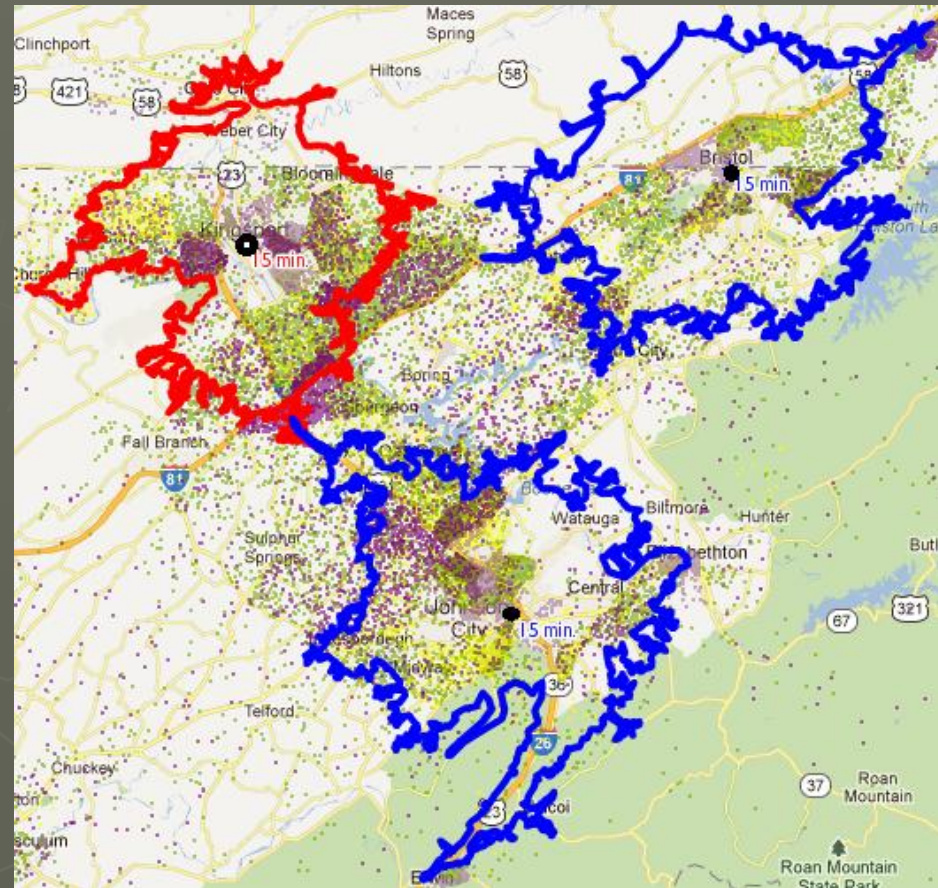
Young and ethnically diverse singles living comfortable lifestyles.

Secondary: "Steadfast Conservatives"

Mature singles and couples living in middle-class urban neighborhoods.

Tertiary: "Urban Commuter Families"

Upscale, college educated boomer families and couples living in comfortable, single detached homes in city neighborhoods.



Buxton analysis of in-migrants

In-migrants from >35 miles away are more likely to be younger, higher income, and live in higher-end housing.

Demographic

- 84% more likely to have children 0-6
- 60% more likely to have a head of household 35-54



Income

- 263% more likely to have an income \$150,000-\$199,999
- 222% more likely to have an income \$200,000+

Housing

- 171% more likely to live in a home valued \$300,000-\$349,999
- 275% more likely to live in a home valued \$400,000+



5-Year House Price Appreciation

Source: FHFA.gov 1st Quarter 2012 (released May 23, 2012)

+0.49% Kingsport-Bristol, TN-VA

- 0.18% Lexington, KY
- 1.14% Greenville-Mauldin-Easley, SC
- 2.79% Knoxville, TN
- 3.57% Spartanburg, SC
- 3.92% Columbia, SC
- 3.92% Raleigh-Cary, NC
- 4.29% Chattanooga, TN
- 4.78% Nashville-Murfreesboro-Franklin, TN
- 6.95% Roanoke, VA
- 8.60% Asheville, NC
- 8.90% Charlotte-Gastonia-Rock Hill, NC-SC
- 17.29% Charleston-North Charleston, SC
- 21.70% Washington, DC-VA-MD-WV
- 31.50% Atlanta-Sandy Springs-Marietta, GA
- 39.77% Tampa-St Petersburg-Clearwater, FL
- 21.93% Chicago-Joliet-Naperville, IL
- 60.04% Las Vegas-Paradise, NV

7.2% = Kingsport-Bristol, TN-VA

7.3% = Johnson City, TN

7.5% = State of Missouri

7.5% = Asheville, NC

7.7% = Greenville-Mauldin-Easley, SC

9.2% = Spartanburg, SC

7.9% = Columbia, SC

7.8% = Charleston-North Charleston, SC

8.2% = State of Tennessee

8.3% = St. Louis, MO-IL

8.4% = Savannah, GA

8.8% = Memphis, TN

9.3% = Chicago, IL

9.5% = Jacksonville, FL

10.5% = Deltona-Daytona, FL

9.7% = Orlando-Kissimmee-Sanford, FL

10.3% = Tampa-St. Pete-Clearwater, FL

Jobs

updated December 2011

Quick Summary of Unemployment Rate:

Sullivan County	7.1%
Kingsport-Bristol, TN-VA MSA	7.2%
Johnson City-Kingsport-Bristol, TN-VA CSA	7.3%
Hawkins County	7.5%
United States	8.2%
State of Tennessee	8.4%

CITY OF KINGSPORT	2006	2010	2011
Unemployment Rate	6.0%	8.8%	7.9%
Population	44,758	48,205	50,851
Labor Force	19,050	19,430	19,650
Employed	17,910	17,730	18,100
Unemployed	1,150	1,710	1,550

Employment in Kingsport, TN-VA MSA	January 1990	% of All Jobs	December 2011	% of All Jobs	Change (Jan 1990- Dec 2011)	% Change 1990-2011
Education and Health Services	10,000	9.43%	19,200	16.07%	9,200	6.63%
Leisure and Hospitality	6,500	6.13%	11,600	9.71%	5,100	3.58%
Mining, Logging, Construction	3,100	2.92%	6,900	5.77%	3,800	2.85%
Professional and Business Services	6,200	5.85%	8,900	7.45%	2,700	1.60%
Government	12,600	11.89%	16,200	13.56%	3,600	1.67%
Financial	3,100	2.92%	4,500	3.77%	1,400	0.84%
Other Services	3,400	3.21%	4,300	3.60%	900	0.39%
Information	1,900	1.79%	2,300	1.92%	400	0.13%
Trade, Transportation and Utilities	22,900	21.60%	24,700	20.67%	1,800	-0.93%
Manufacturing	36,300	34.25%	20,900	17.49%	-15,400	-16.76%
TOTAL	106,000	100.00%	119,500	100.00%	13,500	← Net Gain

MORE VALUE, LOWER COST	Kingsport, TN	O'Fallon, MO	Chesterfield, MO	Ballwin, MO	St. Louis, MO
Kingsport, TN		-13.9%	-29.4%	-17.1%	-2.7%
Bristol, VA-TN	0.4%	-13.7%	-29.2%	-16.8%	-2.3%
Blountville, TN	1.1%	-13.0%	-28.6%	-16.2%	-1.6%
Johnson City, TN	1.8%	-12.4%	-28.1%	-15.6%	-0.9%
Jonesborough, TN	4.7%	-9.9%	-26.1%	-13.2%	1.9%
Abingdon, VA	7.6%	-7.4%	-24.0%	-10.8%	4.8%

www.bestplaces.net

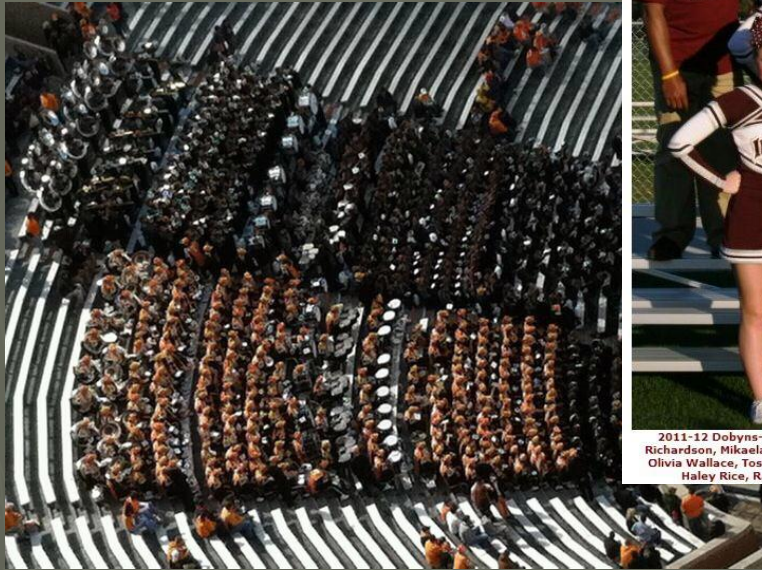
HEALTH	Kingsport	O'Fallon	Chesterfield	Ballwin	St. Louis
Air Quality (100=best)	46.3	20.3	12.4	12.4	13
Water Quality (100=best)	94	40	60	59	20
Superfund Sites (100=best)	97	40	10	10	10
Physicians per 100,000	353	108	388	388	287

EDUCATION					
School Expend.	\$5,179	\$4,097	\$5,109	\$5,316	\$4,902
Pupil/Teacher Ratio	15.8	17.5	16.8	15.5	16.4
Students per Librarian	610	751	595	604	560
Students per Counselor	369	417	291	330	362

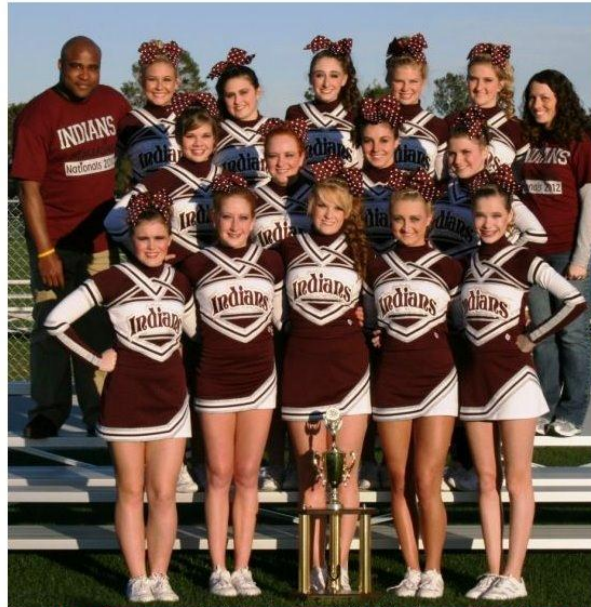
COMMUTE TIME TO WORK					
Commute Less Than 15 min.	46.79%	22.62%	25.17%	20.62%	24.34%
Commute 15 to 29 min.	35.83%	34.27%	39.32%	34.64%	42.50%
Commute 30 to 44 min.	12.59%	28.69%	27.46%	29.84%	21.11%
Commute 45 to 59 min.	2.47%	10.18%	6.08%	10.35%	5.43%
Commute greater than 60 min.	2.32%	4.24%	1.96%	4.55%	6.61%

Schools: One of our community's greatest assets

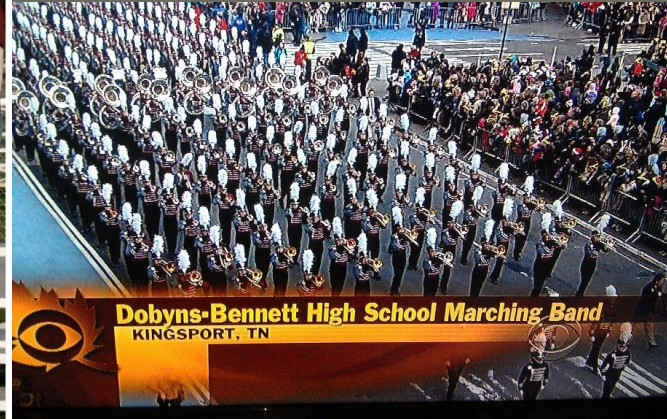
**Planned by
Columbia University**



**D-B Cheerleaders Place 4th at National High School
Cheerleading Championships**



2011-12 Dobyns-Bennett Cheerleaders: Front row (l-r) Tiffani Cline, Stephanie Tillson, Jacy Richardson, Mikaela Woods, Caroline Luethke; Middle row (l-r) Addie Hernandez, Logan Myers, Olivia Wallace, Tosha Banks' Back Row (l-r) Coach "D" Kerr, Whitney Steadman, Rae Neilson, Hailey Rice, Rachel Mosley, Morgan Cline, Coach Jessica Ross. Photo contributed to



Dobyns-Bennett High School Marching Band
KINGSPORT, TN



http://www.youtube.com/watch?v=YU_4nLsGcg

http://www.youtube.com/watch?v=ZIDjS_I8kZk



Best High Schools in Tennessee

We reviewed 21,776 U.S. public high schools; 83 Tennessee schools made our rankings.

[View Rankings](#)

- ▶ 127 Florida
- ▶ 96 Virginia
- ▶ 93 Alabama
- ▶ 83 Tennessee
- ▶ 77 Mississippi
- ▶ 77 Georgia
- ▶ 73 North Carolina
- ▶ 58 Kentucky
- ▶ 44 South Carolina
- ▶ 29 West Virginia

Top Ranked TN Schools

To be eligible for a state ranking, a school must be awarded a national gold or silver medal.

#1

Hume-Fogg Academic Magnet High School

700 BROADWAY, NASHVILLE, TN 37203

#2

Martin Luther King, Jr. Academic Magnet High School

613 17TH AVE NORTH, NASHVILLE, TN 37203

#3

Merrol Hyde Magnet School

128 TOWNSHIP DR, HENDERSONVILLE, TN 37075

#4

Brentwood High School

5304 MURRAY LN, BRENTWOOD, TN 37027

#5

Farragut High School

11237 KINGSTON PK, KNOXVILLE, TN 37922

#6

Oak Ridge High School

127 PROVIDENCE RD, OAK RIDGE, TN 37830

#7

Houston High School

9755 WOLF RIVER BLVD, GERMANTOWN, TN 38139

#8

Dobyns-Bennett High School

1800 LEGION DR, KINGSPORT, TN 37664

#9

Collierville High School

1101 NORTH BYHALIA RD, COLLIERVILLE, TN 38017

#10

University School

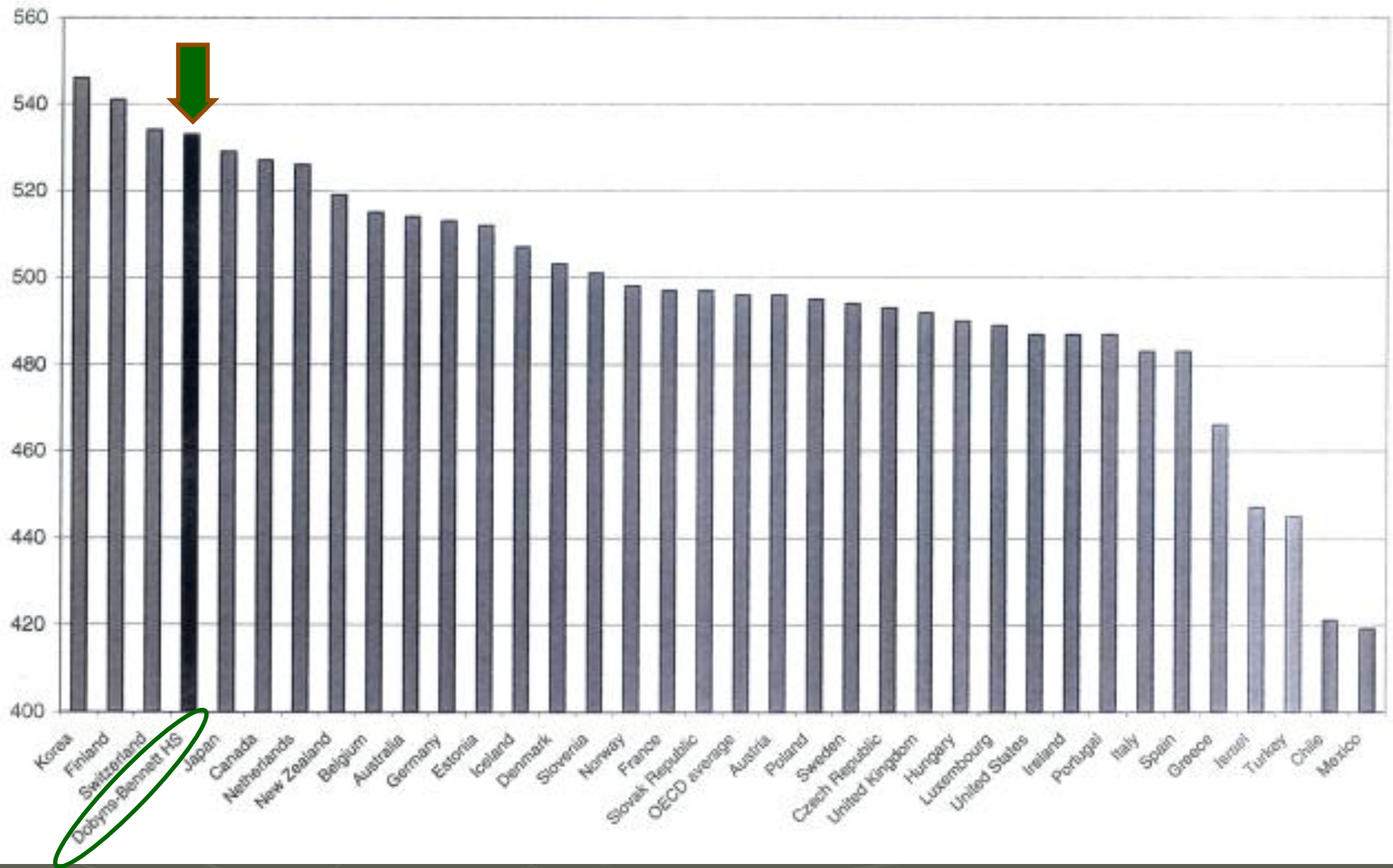
1 ALEXENDRA DR, JOHNSON CITY, TN 37614

An International Comparison

- ▶ 15-year olds from Dobyns-Bennett
- ▶ A rigorous study compared PLAN
(in ACT family) to PISA
- ▶ Several US high schools in the study
- ▶ Report released March 7, 2011

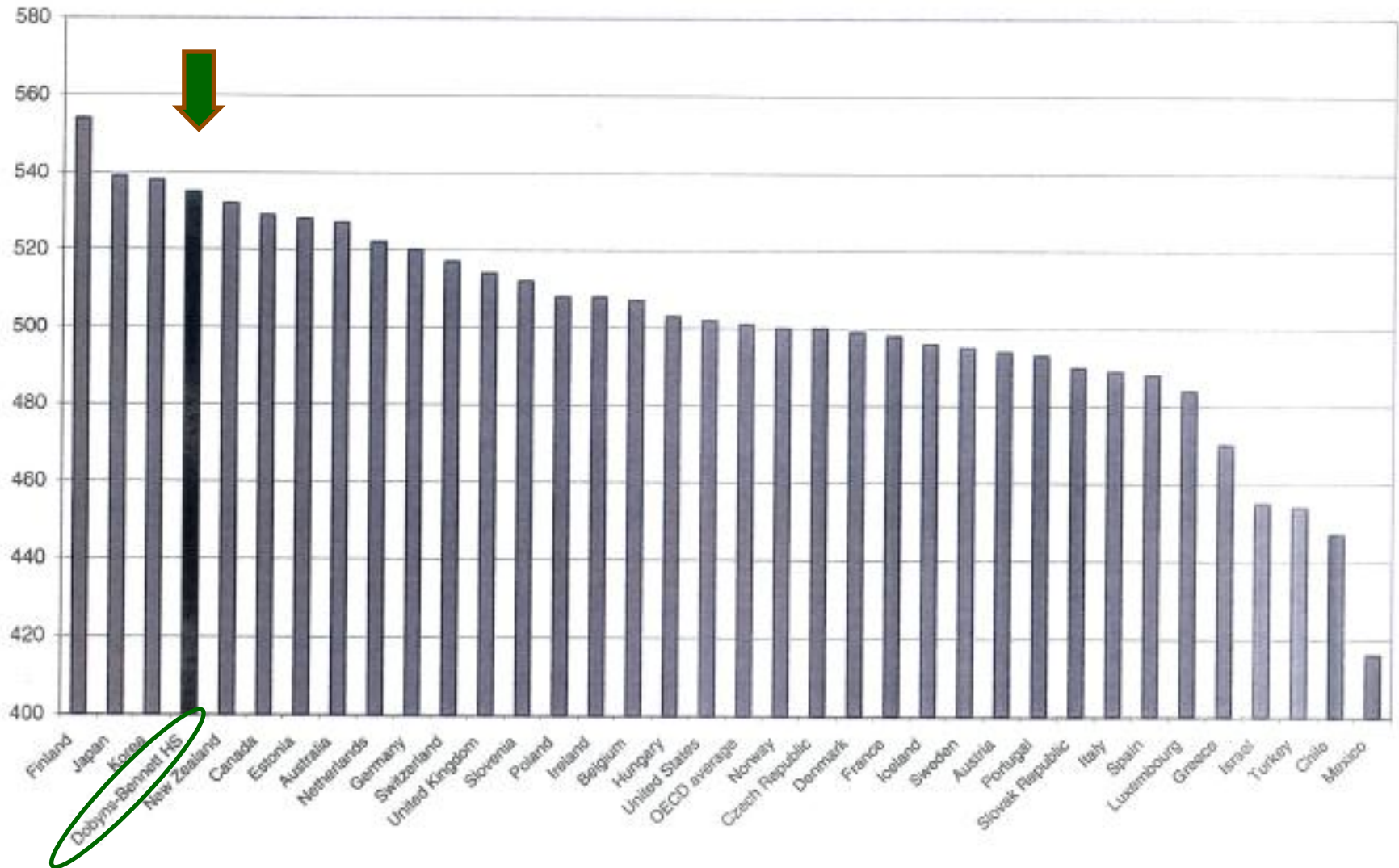
Math

Figure 1e. Mathematics for Students Age 15-Comparison to OECD Countries



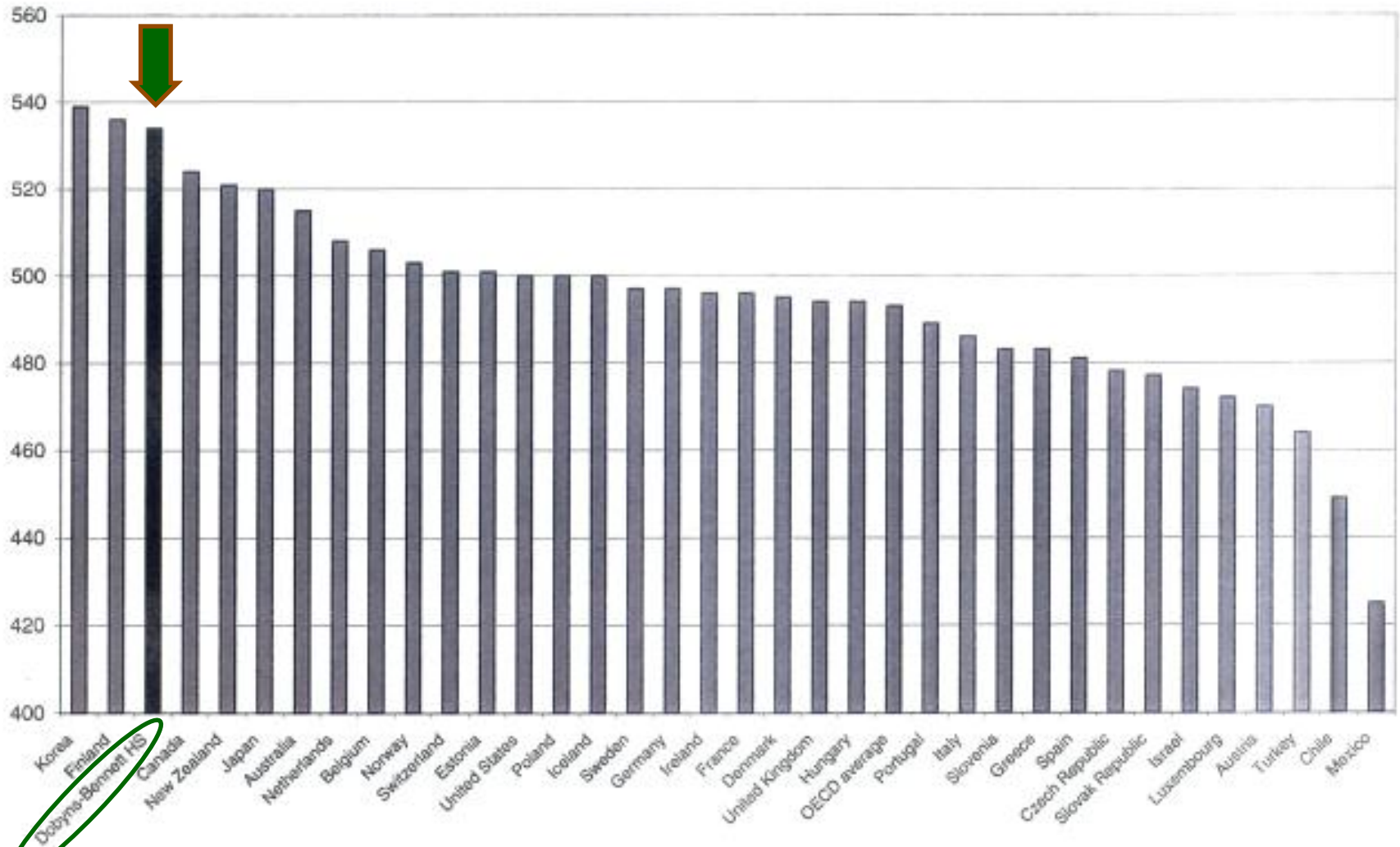
Science

Figure 1f. Science for Students Age 15-Comparison to OECD Countries



Reading

Figure 1d. Reading for Students Age 15-Comparison to OECD Countries



Measuring the Results

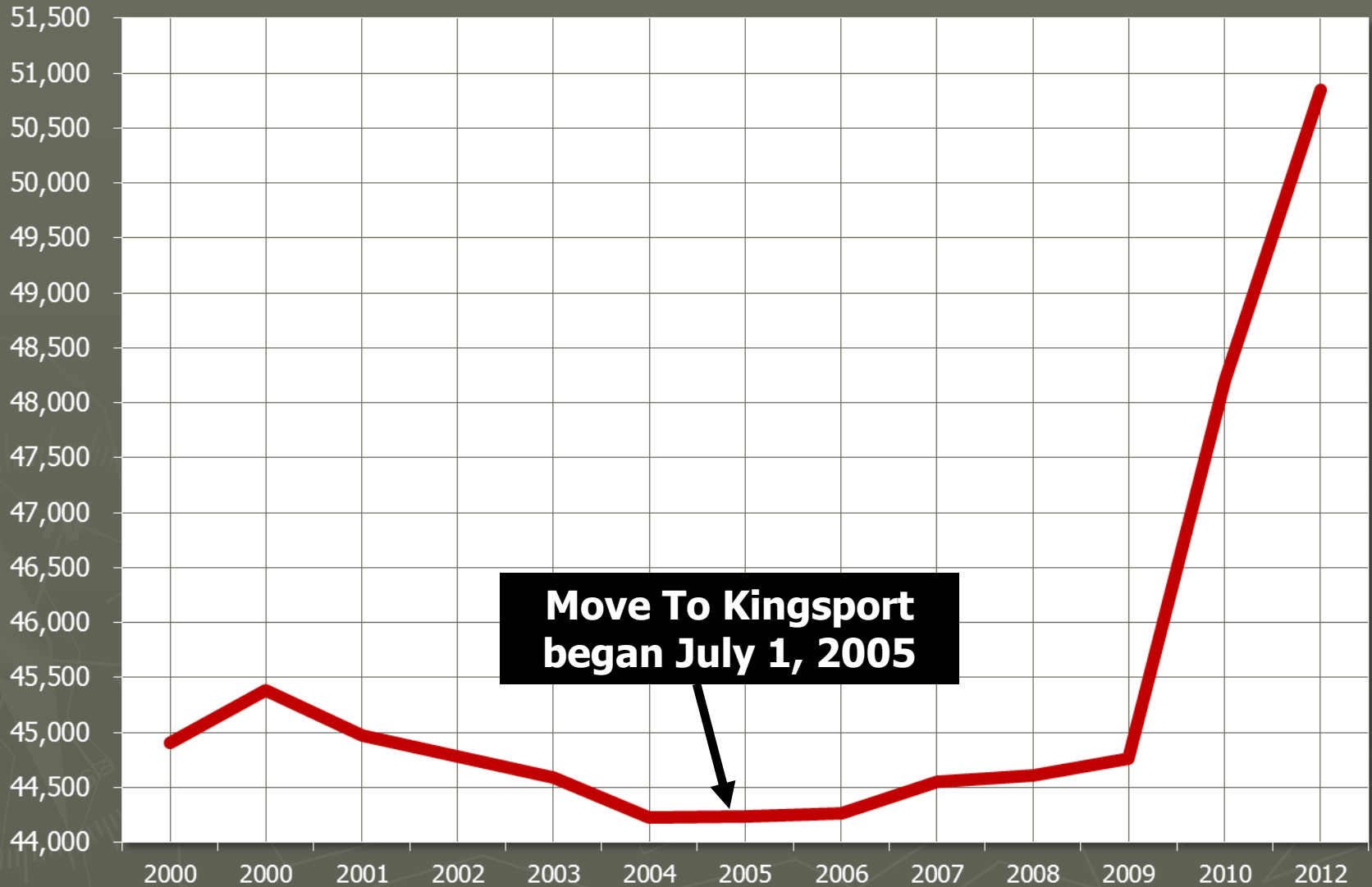
Why do we measure?

Malcolm Baldrige Quality Award

Everything you measure doesn't count.
Everything that counts, can't be measured.

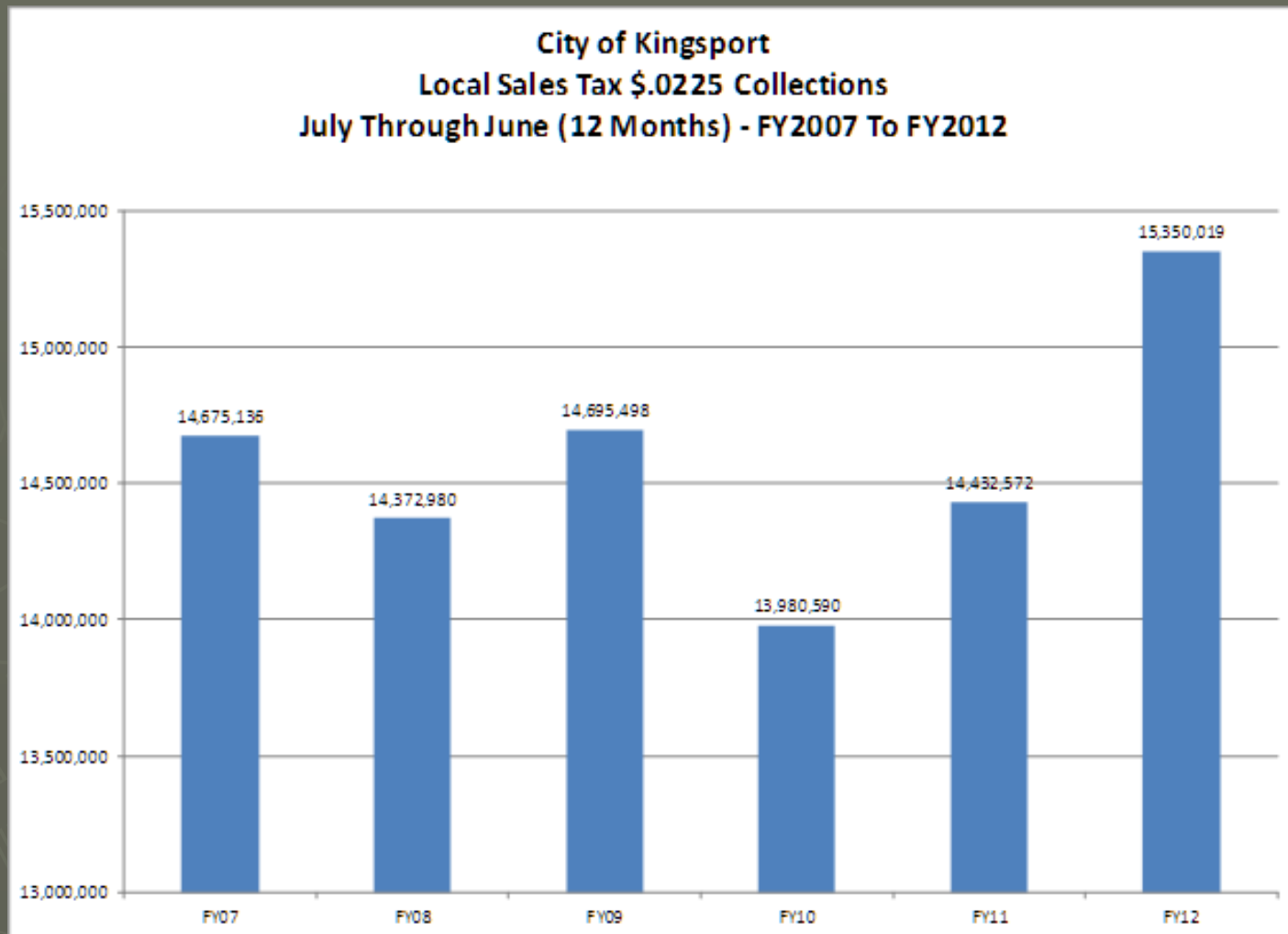
City of Kingsport, Tennessee

Incorporated Population



Sales Tax Collections

City of Kingsport



Annual Economic Impact of Newcomers

An example of Kingsport, Tennessee

- ▶ 472 *net* new residential water connections (July 1, 2005 – April 30, 2012)
- ▶ Census average = 2.3 persons per household
- ▶ $472 \times 2.3 = 1,086$ new residents (with City water/Sullivan County/Kingsport zip code)
- ▶ \$25,000 economic impact per year per person (UNC Wilmington, 2010)
- ▶ $\$25,000 \times 1,086 = \mathbf{\$27,140,000}$
 - Consuming services and creating demand for jobs in medical, pharmacy, finance, insurance, real estate, food, retail, etc.
 - Not a bad return on investment for \$55,000 annual budget for “Move To Kingsport” program

TN Counties by Natural Increase (Deaths vs Births)


Table 4. Cumulative Estimates of the Components of Resident Population Change for Counties of Tennessee: April 1, 2000 to July 1, 2009							
Geographic Area	Total Population Change ¹	Natural Increase	Vital Events		Net Migration		
			Births	Deaths	Total	International ²	Domestic
Stewart County	970	-33	1,329	1,362	1,066	-28	1,094
Claiborne County	1,321	-36	3,288	3,324	1,532	74	1,458
Perry County	195	-39	854	893	266	27	239
Polk County	-408	-54	1,781	1,835	-266	29	-295
Houston County	70	-61	934	995	182	108	74
Overton County	938	-71	2,277	2,348	1,143	-3	1,146
Hancock County	-192	-85	724	809	-68	6	-74
Giles County	-365	-88	3,120	3,208	-99	51	-150
Clay County	-77	-101	818	919	71	137	-66
Weakley County	-1,436	-107	3,313	3,420	-1,136	448	-1,584
Pickett County	-162	-114	489	603	-26	6	-32
Wayne County	-336	-127	1,529	1,656	-113	64	-177
Fentress County	1,052	-151	1,888	2,039	1,293	52	1,241
Lake County	-651	-216	667	883	-387	13	-400
Greene County	3,373	-256	6,750	7,006	4,024	583	3,441
Decatur County	-206	-309	1,201	1,510	174	183	-9
Jackson County	-109	-340	981	1,321	292	38	254
Johnson County	507	-369	1,545	1,914	958	16	942
Hardin County	680	-437	3,052	3,052	1,286	100	1,186
Carter County	2,303	-452	5,568	6,020	3,013	284	2,729
Benton County	-512	-573	1,540	2,113	166	31	135
Cumberland County	7,308	-579	4,877	5,456	8,136	90	8,046
Gibson County	1,319	-620	5,772	6,392	2,235	210	2,025
Henry County	773	-652	3,410	4,062	1,610	118	1,492
Roane County	1,597	-653	5,072	5,725	2,569	194	2,375
Unicoi County	71	-658	1,674	2,332	834	-2	836
Carroll County	-969	-677	3,266	3,943	-120	41	-161
Sullivan County	1,502	-1,208	15,398	16,606	3,706	893	2,813

TN Counties by Total Increase (including in-migration)

Table 4. Cumulative Estimates of the Components of Resident Population Change for Counties of Tennessee: April 1, 2000 to July 1, 2009							
Geographic Area	Total Population Change ¹	Natural Increase	Vital Events		Net Migration		
			Births	Deaths	Total	International ²	Domestic
21 Jefferson County	7,428	734	5,159	4,425	6,903	523	6,380
22 Cumberland County	7,308	-579	4,877	5,456	8,136	90	8,046
23 Monroe County	6,865	1,042	5,022	3,980	5,992	348	5,644
24 Madison County	5,480	4,448	12,639	8,191	1,590	1,420	170
25 Dickson County	5,074	2,136	6,132	3,996	3,166	123	3,043
26 Hamblen County	4,905	2,045	7,944	5,899	3,255	3,095	160
27 Coffee County	4,507	1,217	6,408	5,191	3,587	522	3,065
28 Hawkins County	4,221	572	5,906	5,334	3,969	179	3,790
29 Cheatham County	3,964	1,856	4,516	2,660	2,338	130	2,208
30 McMinn County	3,729	497	5,662	5,165	3,508	429	3,079
31 Anderson County	3,523	151	7,832	7,681	3,845	788	3,057
32 Marshall County	3,505	1,018	3,552	2,534	2,651	482	2,169
33 Greene County	3,373	-256	6,750	7,006	4,024	583	3,441
34 Rhea County	3,113	718	3,782	3,064	2,543	256	2,287
35 Sequatchie County	2,538	413	1,506	1,093	2,173	93	2,080
36 Cocke County	2,479	16	3,894	3,878	2,624	74	2,550
37 White County	2,334	76	2,834	2,758	2,398	77	2,321
38 Carter County	2,303	-452	5,568	6,020	3,013	284	2,729
39 Warren County	2,205	1,086	5,043	3,957	1,358	1,287	71
40 Grainger County	2,198	328	2,450	2,122	1,965	181	1,784
41 Franklin County	2,038	228	4,127	3,899	2,053	228	1,825
42 Lincoln County	2,034	326	3,815	3,489	1,904	149	1,755
43 Macon County	1,671	467	2,583	2,116	1,323	347	976
44 Roane County	1,597	-653	5,072	5,725	2,569	194	2,375
45 DeKalb County	1,533	322	2,235	1,913	1,315	454	861
46 Henderson County	1,515	510	3,368	2,858	1,161	-1	1,162
47 Hickman County	1,510	429	2,585	2,156	1,224	4	1,220
48 Sullivan County	1,502	-1,208	15,398	16,606	3,706	893	2,813

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www.the-aarc.org/index.php?option=com_content&view=category&layout=blog&id=25&Itemid=69



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Conference

LIVABILITY IS AGELESS – INVESTING IN COMMUNITIES & AMENITIES FOR ALL AGES

Retirees Are On The Move Again - Are They Coming Your Way?
2012 Annual Conference
October 24th - 26th
Kingsport, TN

After a few years of trepidation, fear, and slow sales, a more stable economy - and the sheer number of retirement-aged Baby Boomers – is driving the recovery in real estate purchases by retirees. Established communities are seeing strong growth -in some, sales have more than doubled from just 2 or 3 years ago.



► Annual Conferences

2012 Kingsport, TN

2011 Biloxi, MS

2010 Wilmington, NC

2009 Chattanooga, TN

2008 Savannah, GA



**MeadowView Marriott Conference
Resort & Convention Center
Kingsport, Tennessee**



Assistant City Manager for Development
JeffFleming@KingsportTN.gov

Download this presentation at
www.development.KingsportTN.gov/presentations